83-5181

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Establishment of an Information Services Center in Ames Building

FROM:		EXTENSION	NO.	
Director of Information Services 1206 Ames Building			DATE 16 DEC 1983	STAT STAT

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. EO/DDA	19 Dec		R	Harry: 1-4
2.				I discussed this only briefly with you the other day. Much has yet to be done in establishing this Center. If we actually establish it, the pay-off--in terms of experience and lessons learned--could be immense in preparing for the new building.
3. ADDA	19 DEC 1983			
4.				
5. DDA	23 DEC 1983			STAT
6. DA/RMO	10 JAN 1984		C	5-7
7. D/OIS				Ben, I am for it. I particularly like Option 1 but over to you. If I can help like talking to some of the customers, let me know.
8.				
9.				
10.				

DDA:HEFitzwater:kmg (23 Dec 83)
Distribution:
  Orig PRS - D/OIS w/Orig of Att
        1 - DDA Subj w/cy of Att
        1 - DDA Chrono
        1 - HEF Chrono
Att: Memo dtd 16 Dec 83 to DDA fr D/OIS,
      subj: Establishment of an Informa-
      tion Services Center in Ames Bldg
      (DDA 83-5181)

STAT

FORM 610 USE PREVIOUS EDITIONS
1-79

23 DEC 1983

83-800

DD/A Registry
85-5/5/

16 DEC 1983

MEMORANDUM FOR: Deputy Director for Administration

FROM: STAT
                  Director of Information Services

SUBJECT: Establishment of an Information Services Center
                  in Ames Building

    1. Attached for your consideration is a proposal prepared by my
Records Management Division (RMD) concerning the establishment of an
Information Services Center (ISC) in the Ames Building. As envisioned, the
ISC would provide registry services for four offices in the building and
mail processing for all other tenants. We would use the ISC to test the
concept of having a single registry support more than one component--an
approach we would like to take in the new Headquarters Building. The ISC
would also enable us to test and evaluate new automated registry systems in
an operational environment and provide registry training in Ames Building
for entry- and middle-level MI personnel. Over time, this experience should
lead to greater standardization of registry operations and hopefully greater
efficiency.

    2. The proposed ISC would be comprised of the registries of the
Offices of Research and Development/DS&T and Global Issues/DI currently
located in the Ames Building, an element of the Intelligence Community Staff
Registry moving from Headquarters, and the registry-related functions in
OIS. This operation would provide a broad range of registry services that
would be useful in training our people and in learning the problems
associated with running this type of activity. While we have not formally
approached these components about the establishment of the ISC, our contacts
in those offices seem generally supportive of the idea. Initially, we would
rely on the participating offices to provide equipment and personnel to
operate the facility.

    3. RMD has developed four options which outline several different
combinations of registries that might operate in the Ames Building. Our
preference would be for a center that would directly support these four
offices and provide mail service to other building tenants. The
establishment of an ISC would result in the saving of one position--an
Office of Logistics courier slot. Because of impending moves, we need to
resolve this matter soon so we can begin organizing this facility. We are
willing to give up some of our own space to accommodate this activity.

    4. After you have had a chance to review the paper, I would like to
discuss it with you and determine how we should proceed.

STAT

Attachment:
  As stated

ADMINISTRATIVE - INTERNAL USE ONLY

THE ESTABLISHMENT OF AN INFORMATION SERVICES CENTER
IN THE AMES BUILDING

I.   BACKGROUND

A. The idea of establishing a consolidated registry in the Ames
Building evolved from two distinct requirements that were levied on
the Office of Information Services (OIS) during the past seven
months. The DDA asked OIS in May 1983 to explore the feasibility of
establishing consolidated registries in the new Headquarters
Building. At about the same time, Evan Hineman, the DDS&T,
expressed dissatisfaction to the Director of OIS over the lack of
training provided to entry and middle-level MI careerists assigned
to his Directorate registries. The Director of OIS promised the
DDS&T that he would set up a program to train new MI personnel in
registry procedures.

B. In trying to address these two requirements, the Records
Systems Branch (RSB) soon recognized a relationship between them and
began exploring ways that might satisfy both simultaneously. As a
consequence, the branch initiated a study to determine the
feasibility of establishing an Information Services Center in the
Ames Building. Two important purposes of the Center would be to
test the concept of consolidated registries in the Ames Building and
to train MI careerists.

C. The study consisted of in-depth interviews conducted with
OIS Division personnel responsible for mail handling and
registry-related functions and with personnel of the Office of
Research and Development (ORD) and the Office of Global Issues (OGI)
registries also located in the Ames Building. RSB members surveyed
the OIS, ORD, and OGI facilities to accurately appraise the staff,
space, and equipment required to meet the particular registry needs
of each office. While this study was under way, the Intelligence
Community Staff (ICS) Records Management Officer asked OIS for
assistance in meeting the registry needs of an ICS element moving to
Ames Building. He cited as justification the difficulty the ICS
would have in providing continued registry support to elements that
would be soon located in three different buildings as a result of
office relocations. The ICS registry at Headquarters was then
included in the survey and research on its services was completed on
19 September.*

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* The possibility of the Office of Legislative Liaison (OLL) moving to the
Ames Building has been discussed, but a decision has not yet been made on
this shift. In anticipation of this possibility, the OLL Registry was also
surveyed to determine the services it provides and the type of material it
processes. Because of the tentative nature of this move, we have not
included these findings in this report. If OLL does eventually move to Ames
Building, we can address their registry requirements at that time and
determine their interest in being included in a consolidated registry
operation.

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II.   FINDINGS

   A. RSB's research focused on identifying the services that are common to the three existing registries and those that are unique to each. This information was needed to establish whether there was sufficient compatibility in their operations to justify a consolidated operation. The study also looked at manning levels and grade structure, so that some judgments could be made on the staffing of an Information Services Center if its establishment seemed warranted. The results of this study are portrayed below.

   B. The common services currently provided by the ORD, OGI, and ICS registries are as follows:

      1. Dissemination of staff, SCI, and nonagency cables.

      2. Preparation of classified and unclassified pouches for transmittal to domestic and overseas sites.

      3. Provide access to Agency mail and courier systems.

      4. Receipt, control, and preparation of incoming/outgoing mail and correspondence of all levels.

   C. The following services currently are provided by some of these registries, but are not common to all three:

      1. Maintenance of document reproduction facility: OGI and ICS.

      2. Provision of facsimile capability: OGI and ORD.

      3. Automated document control and accountability via Interim CARS: ORD and ICS.

   D. Two of the registries perform functions that come under the heading of special services or requirements. For example, the chief of the ORD registry, who is also the Records Management Officer for that component, performs some work related to servicing requests under the Freedom of Information Act. In addition, she or her assistant make bi-weekly courier runs to service ORD post office boxes. Similarly, OGI registry personnel service a high-speed Hetra printer that receives daily a large volume of cable traffic for component analysts.

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E. The three registries are staffed by a total of five MI careerists. The following is a breakdown by grade and position title of the personnel assigned to each registry:

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F. OIS does not have a centralized registry, so each division performs its own registry-type services. These mail handling practices in OIS components vary considerably in volume and in complexity. Each OIS division, because of its diverse mission and function, maintains a separate system for document control and dissemination. At the current time, ten OIS employees are involved in these registry-type activities--most of them on a daily basis. For the most part, these OIS activities have little involvement with activities common to most registries, such as processing cables, dispatches, pouches, and Top Secret and SCI documents.

G. The Office of Logistics (OL) Mail and Courier Branch provides the Ames Building occupants with internal courier service. Mail is picked up and delivered three times a day by an OL courier located in a vaulted office on the ninth floor. The courier, who is a grade GS-05, makes runs to individual offices on all floors in addition to the ORD and OGI registries.

III. DISCUSSION

A. Factors Affecting Consolidation

1. General Considerations

a. Our research shows that there is sufficient similarity in the registry needs of ORD, ICS, OGI, and OIS to warrant serious consideration of a consolidated approach to registry operations in the Ames Building. Although there are differences in the degree of registry support required by each component, these differences are in some ways complementary. A consolidated registry serving these offices and providing mail handling for other building tenants would provide registry personnel with a broad range of registry experience. This diversity would make this type of combined registry activity an effective training ground for new personnel.

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b. Another factor affecting a consolidation is the disposition of the potential participants toward this approach. Although the issue was not formally raised with each office, the individuals with whom we discussed the issue generally favored this type of effort. Their support was based primarily on the belief that a consolidated registry in Ames Building would meet certain office needs, e.g., ICS' requirement to provide registry support to a staff element separated from its main registry. It was also predicated on the assumption that a consolidated operation would provide the same level and quality of support as that which is currently being provided.

c. The need to test more fully a consolidated approach to registry operations is also an important element in this determination. Before the Agency can establish Information Services Centers in the new Headquarters Building, the concept should be tried in a more limited and controlled environment. An Ames Building registry would allow OIS to test procedures and work out problems before the Agency commits itself to this approach. There are expectations of space and personnel savings in registry consolidation that may not materialize. Experience in the Ames Building operation would help to evaluate these assumptions before the Agency begins anticipating such savings in the new building.

2. Staffing

a. A consolidated registry in Ames Building involving four major components would have to be staffed by five full-time officers (see Tab A for a breakdown of this proposed staffing by grade). This number of personnel would be the minimum required to ensure the participating offices of the same level of support that they are currently receiving and also assure other building residents that their mail handling needs will be met. From time to time trainees could augment this staffing, but, because of the uncertain nature of their assignment, they could not be counted in its personnel complement.

b. The most expeditious way to staff a consolidated registry in Ames Building would be for each participating office to make available positions and people from their existing operations. Under this arrangement each office, except ORD, would provide all of the people and positions used in their current or projected registry operations in Ames Building. One ORD position probably should remain in that component, so that a full-time records management·officer could be placed there. This arrangement would be in keeping with OIS' efforts to have a separate RMO in each component to upgrade our records management efforts. If a position remains in ORD, OIS would have to provide a person and a position to bring the registry staff to five. OIS would also have to provide a slot to accommodate trainees that would be sent to the registry.

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c. A consolidation of registry operations in Ames Building probably would result in the saving of only one slot--the OL courier position. The need for a courier in the building would be eliminated, because the consolidated registry would handle the processing of all mail for building residents. The present internal mail pickup and delivery service would have to be discontinued, except for special situations, e.g., delivery of bulky packages.

3. Control

A consolidated registry in Ames Building would have to be placed under the control of a single office to ensure accountability and reduce the possibility that several offices would become involved in its day-to-day operations. The controlling office would monitor registry activities to ensure that requirements are met and resolve any problems that might develop between the registry and supported offices. Because OIS is the primary force behind this merger, it probably should assume responsibility for the registry's operation. If a consolidated registry were not placed under the control of one office, the operation would tend to divide along office lines.

4. Space

a. A consolidated registry serving four offices and other Ames Building tenants would require about 1,000 square feet of vaulted space. This amount of space would be roughly comparable to the space planned for similar activities in the new Headquarters Building. Based on estimates by the Logistics Services Division, 1,000 square feet would be adequate to house the amount and types of equipment that would be needed to support this type of registry operation (see Tab B for a breakdown of the equipment required and Tab C for a schematic drawing of the consolidated registry showing major items of equipment).

b. Space for a consolidated registry in the Ames Building probably would have to be taken from a participating component. According to Logistics Services Division, all the other space in the building has already been assigned to components. The registry space currently used by ORD and OGI in Ames Building is not adequate to accommodate the number of people and equipment that would be needed to operate a large consolidated registry. To be used, those areas would have to be expanded substantially into adjacent areas.

c. The OIS vaulted area in Room 1225 probably would be the best space available to set up a consolidated registry. It has about 920 square feet of useable office space (this figure excludes the 230 square feet used to house the equipment for the OIS Wang Alliance System). Although slightly smaller than desired, this vault is well-located for OIS control of the facility and for monitoring the training of MI careerists. It is not well situated to provide service to the other offices in the building or for easy access by other residents of the building. If Room 1225 is used for this consolidation, RMD would require compensatory space; the area currently occupied by the OGI registry operation would be the most logical to acquire.

5. Equipment

a. The establishment of a consolidated registry would provide OIS with the opportunity to test equipment that could become the standard for registries throughout the Agency. OIS would be in a better position to recommend new automated equipment for registries, if it could evaluate such items under operational conditions. Currently, with most registries serving one office, each component determines how the registry will operate and be equipped. The result is a proliferation of different automated systems that make it difficult to link the registries and to establish common procedures. A consolidated Ames Building registry could be a first step toward standardization.

b. The initial goal in an Ames Building registry would be to provide adequate service to tenants, so that the items of equipment needed first would be off the shelf. A list of these items is shown at Tab A. If a registry is to be established and operating by February 1984, the major items of equipment would have to come from the participating offices. Once the consolidated concept has proven itself, then OIS could request funds to purchase all of the needed equipment and return the loan items to participating offices. When this acquisition is completed, OIS would have full control of the Center and be in a position to begin introducing equipment.

IV. POSSIBLE PROBLEM AREAS

A. The recent merger of the Office of Communications and Office of Logistics registries has shown us where the potential problems will occur if not dealt with in the initial stages of planning. These include the issue of loyalties of registry personnel and the need to cross train them. There is also a problem unique to the establishment of a consolidated registry in Ames Building: ORD's desire to put laser printers in the registry.

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B. The problem of divided loyalties must be anticipated. It is only natural that the first individuals to staff a consolidated registry would retain feelings of loyalty to the offices they formerly served. The recent experience with the OL and OC merger showed that personnel who were not kept properly informed during the consolidation process developed feelings of insecurity and a reluctance to become involved with anything unfamiliar. To avoid this problem, group discussions would have to be held prior to any merger. Personnel participating in a consolidated registry would have to be encouraged to think of themselves as a group of "registry experts" working in a facility serving a variety of customers.

C. If this multi-office service concept is not developed during the initial stage of implementation, the cross-training of personnel vital to the success of this type of activity would inevitably be delayed. It would be especially important for the first staff members in a combined registry to provide each other with the "institutional memory" and knowledge of the office in which they previously served. This sharing of information is necessary, if a combined registry is to achieve the goal of having an integrated staff.

D. The most difficult problem to address is ORD's desire to install two laser printers in the proposed consolidated facility. Satisfactory resolution of this issue is a pre-condition for ORD's participation in a consolidated registry operation in Ames Building. These laser printers, which serve all Agency components in the Rosslyn area, are currently located in the ORD computer center and provide copies of computer printouts and other documents to components. Heretofore, the operation of laser printers has been an ODP responsibility with the equipment located in ODP Data Access Centers; the situation in Ames Building is unique because the computing center belongs to ORD.

    1. Part of ORD's rationale for including the printers in the Center is to provide greater control of the sensitive material that is generated. Another factor in this recommendation is ORD's desire to rid itself of this responsibility and to free up space in its Ames Building computer room. Finally, current plans for the new Headquarters Building establish a relationship between registry and media output operations by providing space for both adjacent to each other. Testing this relationship in the Ames Building has obvious advantages.

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2. The increased workload that would accompany the laser printer operation could not be absorbed by the five person staff needed to operate an Ames Building consolidated registry. This responsibility would require at least two additional personnel with ADP experience to operate the equipment and perform basic customer services. Moreover, the volume of material generated by these printers is too large to be controlled without much greater staffing or the use of automated systems to perform document control functions.

3. The addition of the laser printers would also double the amount of space required for the registry to about 2,000 square feet. There is no space available in the Ames Building that could accommodate this size operation unless ORD or another possible participant would provide it.

V.   CONCLUSION

A. After surveying the potential participants in a registry in Ames Building and analyzing the data, the Records Systems Branch has concluded that the concept was viable and should be pursued. This conclusion was based on the following factors:

-- The need to test more completely the concept of a registry that would serve several components and to bring about more standardization of procedures in registry operations

-- The opportunity that this Center would provide to train MI registry personnel.

-- The generally similar nature of many registry services provided by the likely participants.

-- The need for a facility to test new hardware and software for registries and to train people in using TRIS.

-- The apparent willingness of the affected offices to participate in this venture.

B. The facility should be formed by merging the registry functions of ORD and OGI performed at Ames Building with those of an ICS component being transferred to the building. It would also provide registry support to OIS divisions and mail service to other tenants of Ames Building. The registry operation would be collocated with an output media center (containing ORD's two laser printers) to resemble the configuration of the Information Services Centers planned for the new Headquarters Building. The two operations together would be known as the Ames Building Information Services Center (ISC). The new Center would need about 2,000 square feet for these two operations--approximately 1,000 feet for each. The space in Rooms 1225 and 1227 makes these adjoining areas one of the most suitable locations in the Ames Building. If suitable space is not available, the laser printers probably would have to remain in ORD's computer room.

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C. The Agency has had little experience in operating consolidated registries and there will be considerable uncertainty about the Center's ability to serve many components in an effective manner. To allay these doubts, the Center should concentrate initially on providing necessary services to participating components and in developing an effective registry team. Because of this uncertainty, we believe that it would be unwise to include the Output Media Center within the ISC registry area at this time or to use registry personnel to man such a Center. Initially, the media center should be staffed by ODP personnel and located in a room immediately adjacent to the ISC registry operation. At some future date, the full merger of these two operations should be considered.

D. If an Ames Building ISC is to begin operating in the near future, the staff and equipment needed to operate this facility would have to be drawn from the resources of the offices involved in the merger. Eventually, OIS will provide all the staffing and the equipment.

E. The establishment of an Ames Building ISC should be pursued even if only two of the potential participants are agreeable to this approach. It would not be worthwhile, however, to set up a registry to serve only OIS needs.

F. OIS management needs to make a formal proposal to the three offices on their willingness to participate in this experiment and to OL about taking over its mail handling responsibilities in Ames Building. These proposals should be made soon, so that the ISC can be established no later than February 1984. This date coincides with ICS' move to the Ames Building.

VI. Options

As indicated in our conclusions, Option One is the preferred course of action. Its adoption, however, is contingent on a number of factors: the willingness of other components (ORD, ICS, OGI, and OL) to participate; the availability of adequate space in Ames Building; and the loan of resources--equipment and personnel--to operate the Center. If these requirements cannot be fully met, the other three options should be considered. The adoption of any other options will depend on the circumstances that pertain at the time this proposal is discussed.

No. 1: Establish an Information Services Center Collocated With An Output Media Center

1. Establish a consolidated registry in Room 1225, Ames to provide mail service to all tenants of Ames Building and the specific registry services listed on page 4 to OGI, ORD, ICS and OIS components.

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2. Staff the consolidated registry with the five MI careerists who currently serve in the three registries. The registry would be managed by RMD.

3. Furnish the facility with equipment from the participating components.

4. Establish the output media center in Room 1227 Ames, under ODP control.

5. Staff the output media center with at least two ODP careerists to operate the two laser printers.

No. 2: Establish an Ames Building Information Services Center Minus the Output Media Center

1. Establish the Ames Building Information Services Center by carrying out 1, 2, and 3 under Option One.

2. With the Center absorbing the ORD registry functions, the space currently occupied by the registry in ORD would be made available for installation of the laser printers. Under this option, control and operation of the printers would remain in ORD.

No. 3: Establish an Ames Building Information Services Center in the Area Currently Occupied by the ORD Registry

1. Expand the current ORD registry to include the adjoining ORD library area.

2. The staffing and services provided would be the same as those outlined in Options One and Two, but would not include the laser printer functions because of space limitations.

3. The laser printers would remain under ORD's jurisdiction in the ORD computer center unless other space could be found.

No. 4: Establish an Ames Building Information Services Center with Limited Services

1. If one or two of the offices discussed as possible participants in the proposed center decided not to participate, the establishment of a scaled-down registry operation would still be desirable. If, for example, ORD and ICS declined, a combination of OIS and OGI registry functions and the mail handling activity would still be sufficient to meet the need to establish a meaningful registry environment and to train MI officers.

2. If all three offices rejected the proposal, the OIS registry-related activity probably would not be sufficient to sustain or justify establishing a separate registry.

3. If a limited services facility were established, the space requirements would be considerably reduced. The space configuration mentioned in Option Two would be the most suitable location for a smaller version of the Center. An alternate site would be the space occupied by the present OGI registry to include the adjoining copy machine area.

4. If ORD were one of the participants in a limited effort, it would still be feasible to collocate an output media center with the registry operation. The availability of space would again be the primary consideration in this determination.

TAB B

EQUIPMENT NEEDED FOR A CONSOLIDATED REGISTRY IN THE AMES BUILDING

After analyzing requirements of each office, the equipment required to maintain or enhance the quality of services presently provided would include the following:

Item	Quantity
Facsimile Machine	1
Delta Data Terminal	3
Data Printer	1
High Speed Heavy Volume Copier	1
Hetra Cable Printer	1
Five-tier Conserva-file Unit with Overhead Storage	1
Five-drawer Mosler Safe	1
Mail Slotting Unit plus Counter Top	1
Wrapping Table with Standard Paper Holder and Cutting Unit	1
Standard Supply Cabinet	1
Wet Paper Tape Dispenser	1
Time/Date Stamp Machine	1
Electric Heavy Duty Stapler	1
Telephones (2 Black Lines)	5
Desks and Chairs	5
HTST Instrument	1
Wire Basket Cart	1

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A~~DDA~~ J.

DDA

I think its worthwhile to
pursue this proposal. With
increased automation upon us, a
centralized registry is going to be
more common; this certainly is true
in the DDO, despite certain complaints.

19 DEC
1983